



**FEDERAL PUBLIC SERVICE COMMISSION**  
**COMPETITIVE EXAMINATION-2024 FOR RECRUITMENT**  
**TO POSTS IN BS-17 UNDER THE FEDERAL GOVERNMENT**

Roll Number

**PUBLIC ADMINISTRATION**

<b>TIME ALLOWED: THREE HOURS</b>	<b>PART-I (MCQS)</b>	<b>MAXIMUM MARKS = 20</b>
<b>PART-I(MCQS): MAXIMUM 30 MINUTES</b>	<b>PART-II</b>	<b>MAXIMUM MARKS = 80</b>
<p><b>NOTE: (i)</b> Part-II is to be attempted on the separate <b>Answer Book</b>.</p> <p><b>(ii)</b> Attempt <b>ONLY FOUR</b> questions from <b>PART-II</b>. <b>ALL</b> questions carry <b>EQUAL</b> marks.</p> <p><b>(iii)</b> All the parts (if any) of each Question must be attempted at one place instead of at different places.</p> <p><b>(iv)</b> Candidate must write Q. No. in the Answer Book in accordance with Q. No. in the Q. Paper.</p> <p><b>(v)</b> No Page/Space be left blank between the answers. All the blank pages of Answer Book must be crossed.</p> <p><b>(vi)</b> Extra attempt of any question or any part of the attempted question will not be considered.</p>		



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**PART-I (MCQs) : MAXIMUM 30 MINUTES**

**(PART-I MCQs) MAXIMUM MARKS: 20**

**(PART-II) MAXIMUM MARKS: 80**

**NOTE: (i)** First attempt PART-I (MCQs) on separate OMR Answer Sheet which shall be taken back after 30 minutes.

**(ii)** Overwriting/cutting of the options/answers will not be given credit.

**(iii)** There is no negative marking. All MCQs must be attempted.

**PART-I (MCQs)(COMPULSORY)**

**Q.1. (i)** Select the best option/answer and fill in the appropriate Box ☐ on the OMR Answer Sheet.(20x1=20)  
**(ii)** Answers given anywhere else, other than OMR Answer Sheet, will not be considered.

1. **With respect to one of the definitions, public administration as a field is mainly concerned with the means for:-**  
(A) Implementing Political Values (B) Maintaining Cultural Values  
(C) Promoting bureaucratic governance (D) None of these
2. **'New Public Management' (NPM) is a variant of public administration's:**  
(A) Political Approach (B) Managerial Approach (C) Legal Approach (D) None of these
3. **Main structural elements of Max Weber's concept of bureaucracy include:**  
(A) Hierarchy of authority (B) Career structure through specializations (C) Both (A) & (B) (D) None of these
4. **Stephen Robbins has organized the leadership studies into:**  
(A) Trait, behavioral and political theories (B) Trait, behavioral and contingency theories  
(C) Scientific management / need theories (D) None of these
5. **Maslow's theory of human motivation based on hierarchy of needs, also includes:**  
(A) Self-actualization (B) Self-esteem (C) Both (A) & (B) (D) None of these
6. **In pluralistic public administration, the organizational structures are highly representative of the competing:**  
(A) Bureaucratic and law enforcing groups (B) Political, social and economic groups  
(C) Civil servants and police groups (D) None of these
7. **Recent literature on public administration in South Asian perspective highlights that main reason of rampant corruption in public offices of developing countries include:**  
(A) Cultural and social phenomenon (B) Work life balance issues of employees  
(C) Low salaries compared to private sector (D) None of these.
8. **In South Asian context, administrative reforms concerning administrative structures and procedures are undertaken to improve governance under the needs of:**  
(A) Keeping in step with globalization (B) Moving towards privatization and deregulation  
(C) Both (A) & (B) (D) None of these
9. **The 'Civil Service' structure, considered as backbone of public administration of Pakistan has been derived from:**  
(A) British India Corporate Services (B) All India Muslims Civil Service  
(C) Indian Civil Service (D) None of these
10. **In 1973 Constitution of Pakistan, the legislative lists dealing with all federation and provincial issues included:**  
(A) Federal Constitutional List (B) Provincial development plans' List  
(C) Local Government List (D) None of these
11. **As per constitutional provisions, appointment and removal of provincial governors in Pakistan rests with the:**  
(A) Provincial Governments (B) Federal Government (C) As per decision of Senate (D) None of these
12. **The managerial approach to public administration promotes the organizations, essentially along the lines of:**  
(A) Adam Smith's Productive Labor (B) Frederick W. Taylor's Scientific Management  
(C) Max Weber's ideal type of bureaucracy (D) None of these
13. **The rationale for public administration to be an academic discipline and professional specialty was initially given by:** (A) Karl Heinrich Marx (B) Woodrow Wilson (C) Alfred Marshall (D) None of these
14. **The theory that highlights formal and informal governance structures within societies and examines individual's social processes is called:**  
(A) Institutional Theory of Governance (B) Transitional Administration  
(C) Contingency Administration (D) None of these
15. **Performance appraisals and periodic reports on the output of individuals and departments are part of the:**  
(A) Performance Management System (B) Rewards awarding mechanisms  
(C) Promotion and upgradation system (D) None of these
16. **Under the Civil Servants Rules of 1973; appointments, promotions, and transfers of civil servants in Pakistan are based on:** (A) Education and qualifications (B) Performance and annual reports  
(C) Combination of merit and seniority (D) None of these
17. **Rational choice theory is based on the assumption that the person making a decision or taking an action will do so on the basis of his / her:** (A) Assessment of personal needs (B) Assessment of community needs  
(C) Assessment of family needs (D) None of these
18. **Monetary policy involving use of different financial instruments to influence interest rates and money supply is prepared and implemented by:** (A) State owned stock exchanges (B) Consortium of commercial banks  
(C) Central or state bank of the country (D) None of these



## PUBLIC ADMINISTRATION

19. An organization's efficiency and effectiveness can be improved through the application of administrative principles falling under: ✓(A) Administrative management theory (B) Bureaucratic management theory  
(C) Scalar chain theory (D) None of these
20. Public-private partnership is a contractual arrangement between government and private sectors for the delivery of: (A) Private services funded by public sector (B) Public services financed by private sector  
(C) Both (A) & (B) (D) None of these

## PART-II

- NOTE:** (i) Part-II is to be attempted on the separate Answer Book.  
(ii) Attempt **ONLY FOUR** questions from PART-II. ALL questions carry **EQUAL** marks.  
(iii) All the parts (if any) of each Question must be attempted at one place instead of at different places.  
(iv) Write Q. No. in the Answer Book in accordance with Q. No. in the Q.Paper.  
(v) No Page/Space be left blank between the answers. All the blank pages of Answer Book must be crossed.  
(vi) Extra attempt of any question or any part of the question will not be considered.

- Q. No. 2.** To a large extent, contemporary concept of political neutrality grew out of 19<sup>th</sup> century civil service reforms. How do you look at these reforms in the following statements in relation with Pakistan? (20)  
a. Public sector employees should not use their positions to advance the general political goals.  
b. Public administration is not a politically neutral managerial setup, rather be considered in terms of political choices.
- Q. No. 3.** Many observers feel that the contemporary HRM practices in public sector organizations are too complicated to be efficient. Above in view, comment on the following with reference to Pakistan:- (20)  
a. Recruitment, training, employment and development of human resource processes in public sector. Highlight shortfalls.  
b. Accountability, performance evaluation and promotions / rewards of the public sector employees. Highlight shortfalls.
- Q. No. 4.** ✓ Corruption is defined as betrayal of public trust for private / personal interest. Above in view, answer the following questions:- (20)  
a. What are main reasons of corruption in public sector and how it affects the organizational functioning?  
b. As member of the civil society, what measures would you suggest to apprehend this practice and become a model setup?
- Q. No. 5.** In public administration, discretionary powers refer to the public office holder's authority to make, interpret and regulate policies. Above in view, answer the following questions:- (20)  
a. What are the merits and demerits of discretionary powers with respect to organizational functioning?  
b. In countries like Pakistan, do you support or oppose such powers in public administration? Give rationale in either case.
- Q. No. 6.** Theories of public administration provide intellectual base for formulating sound policies. In this context:- (20)  
a. Enlist contemporary public administration theories. Explain two theories out of those for their application in Pakistan.  
b. How would you differentiate between Classical and New Public Administration approach? Relate it to Pakistan's Public Sector.
- Q. No. 7.** ✓ Writers on public administration in South Asian Perspective opine that in corridors of high power, politicians use civil servants to realize their political / personal interests which in turn encourages nepotism and favoritism. Above in view, comment on the following:- (20)  
a. Politico-social structure of Pakistan and its influence on the bureaucratic functioning of public administration mechanism.  
b. Role of technology including e-administration like e-governance to make the systems free of possible malpractices.
- Q. No. 8.** ✓ Politicization of the bureaucracies is a common thread that runs through all the civil services especially in South Asia. Hence, the civil servant face difficult situations. Under this kind of situation, answer the following questions:- (20)  
a. What lessons one can learn from the public administration of Western World as applicable in countries like Pakistan?  
b. What strategy, would you suggest for Pakistan to keep public administration clean of politicization?

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